

~~CONFIDENTIAL~~

ER-5-2754

Approved For Release 2001/05/10 : CIA-RDP78-04718A000900210051-5

25 FEB 1954

Briefing of Mr. Taber

1. GENERAL

As the AD/P, I am responsible directly to the DCI and the DDCI for the overall administration of personnel in the Agency. My Office provides staff advice and guidance to the Director and to supervisory officials at all levels. In so doing, we are constantly reviewing and evaluating the Agency policies and we recommend such changes or new policies as we feel are necessary. We monitor the Agency's personnel program, and provide certain central personnel services.

2. FUNCTIONAL PROGRAMS

- a. The Office of Personnel performs the traditional functions of recruiting and appointing personnel, handling in-service personnel actions and separations, classifying positions and keeping records.

b. CONTROLLING TURNOVER

The nature of the Agency's business and the relationship of the Agency to other Federal establishments present some non-traditional problems in personnel management. Just like any other employer, CIA is interested in retaining a staff of qualified and competent career personnel who are performing positions requiring the full scale of their abilities. This objective is underscored by the need to cut to a minimum the number of people who leave the Agency after acquiring detailed knowledge of its operations and activities. We cannot be satisfied with holding turnover to a level which compares favorably with that of other employers. We must hold it to the least possible degree. I am pleased to inform you that we enjoy a turnover which averages only 1.4 percent as contrasted with 2.2 percent for the Government at large and 41 percent for manufacturing industry. On the other hand, we cannot afford to retain in the service individuals who are not competent or who are not suitable for employment with the Agency.

c. RECRUITMENT AND SELECTION

Precautions against hiring incompetent or unsuitable individuals begin at the recruitment stage. As you know, of course, the Civil Service Commission does not recruit for this Agency. The unique qualifications required for many positions and the stringency of the Agency's security standards require that we perform this service for ourselves. Our recruitment staff has established contact with over 5,000 sources, including business and industrial concerns, professional and academic associations, colleges and universities, and prominent private individuals who assist us in locating the kind of personnel needed. The recruitment task is complicated qualitatively by the high standards of professional and personal qualifications required and the rigid security and medical criteria applied. Quantitatively it is complicated by the need for locating approximately 40 percent more qualified candidates

CONFIDENTIAL

Approved For Release 2001/05/10 : CIA-RDP78-04718A000900210051-5

than are needed to compensate for those lost during the employment processing period. At the rate indicated at the end of Fiscal Year 1953, only one of each ten applications considered resulted in appointing a new employee. Until quite recently, the need for building the Agency staff as rapidly as possible called for extremely extensive recruitment activity. Now that the Agency has reached a leveling off stage, so far as size is concerned, it has been possible to reduce the number of individuals engaged in field recruitment. It is nevertheless necessary to maintain a positive and continuing recruitment program in order to locate qualified individuals to replace those who leave the Agency.

d. ROTATION AND DEVELOPMENT

The final selection of an employee for a particular assignment, whether the individual is a new appointee or an on duty employee receiving a promotion or reassignment, is determined by the operating official supervising the position. The Agency's career service boards participate in the selection of appointees and employees for specific assignments in relation to long range plans for the development of these individuals as expert intelligence officers. As you can well imagine, our employees must generally become familiar with specific intelligence techniques after they join this Agency. It therefore becomes necessary to plan assignments of individuals in such a way as to expose them to a wide range of activities. In addition to this factor, there is a need to rotate individuals between departmental and overseas assignments in order to derive the fullest advantage from their first-hand knowledge of both situations. We have not been completely successful to date in streamlining the rotation process. This is probably one of the most critical problems we face at present. We now have a plan which alerts us to the return of an employee from overseas some two or three months in advance so that his next assignment can be arranged before he reports back to Washington.

e. SPECIAL EMPLOYEE SERVICES

Employment in an intelligence activity of necessity affects the personal life of each employee. Individuals associated with the Agency are hampered in their normal day to day activities by the necessity for protecting the Agency's operations, methods and personnel. A number of special services must be furnished by the Agency to compensate for inability of our employees to utilize usual community resources. For instance, life insurance and hospitalization insurance is not readily obtainable for personnel engaged in certain types of work. The Agency has been successful in establishing special arrangements for the secure handling of policies with certain companies which have been carefully investigated. We are currently engaged in giving further study to this problem in order to obtain improved insurance service for Agency employees. Our employee counselling service is an extremely busy one and necessarily finds itself engaged in every sort of personnel problem, ranging all the way from the petty complaints to arranging completely for funerals of deceased employees. On the matter you may wonder why we would have to

CONFIDENTIAL

Approved For Release 2001/05/10 : CIA-RDP78-04718A000900210051-5

CONFIDENTIAL

Approved For Release 2001/05/10 : CIA-RDP78-04718A000900210051-5

arrange the funeral of an employee. A recent case involved an employee who died overseas and whose relatives desired that he be buried in Arlington Cemetery. Since his family is located in New York and Idaho, it became necessary for the Agency to make the arrangements for the return of the body and the funeral at Arlington.

f. CENTRAL PROCESSING SERVICE

The Office of Personnel also provides a centralized processing service to arrange all the details of movement of personnel to and from overseas assignments. This includes coordination of all the steps necessary in providing transportation, obtaining passports and visas, furnishing medical inoculations, etc., as well as briefing employees as to what to expect by way of living conditions, community facilities, etc. During Fiscal Year 1953 this unit processed a monthly average of [REDACTED] travel orders for foreign and domestic travel for both permanent and temporary assignments and conducted a monthly average of [REDACTED] briefing interviews for such travelers.

25X9A2

25X9A2

g. MILITARY PERSONNEL ADMINISTRATION

The Office of Personnel also provides a full personnel service for active duty military personnel assigned with the Agency. The Military Personnel Division engages in procurement of military personnel and administration of these individuals in accordance with their basic service regulations. During Fiscal Year 1953 the Division processed a monthly average of [REDACTED] accession and separation actions involving military personnel.

25X9